



October 2023

# Trident Refit Facility, Bangor Refit Review

Volume 34, Issue 8

**REBUILDING  
A WORLD IN  
RUINS** Part Three  
of our Three  
Part Series

**+PLUS**

**TRFB SAILOR EXPERIENCES OUR  
MISSION SUCCESS FIRST HAND  
&  
FIRST IN THE FLEET**

**AND:**

**OBSERVANCES &  
BZs**



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REBUILDING  
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IN RUINS



Designed by artist Vic Guinnell in 1944. Posters like this one were used to inspire support from the United States' public. War bonds were used to control inflation and finance military operations in times of war. Even though the U.S. people were dealing with many hardships, including rationing, they were asked to step up and purchase these bonds. By buying a war bond during World War II, you were loaning the government money and supporting the war effort.

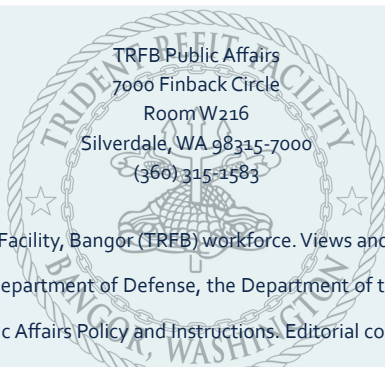
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## REFIT REVIEW

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Command Master Chief.....CMDCM Chase M. Krause  
Public Affairs Officer.....Mr. Lonnie Collier

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# CAPTAIN'S CORNER

## Team TRF Bangor,

I truly hope everyone had a happy Halloween. Now that we are through October, we are entering the holiday season. This means we are also now in the new fiscal year.

I know many things are in flux right now, but let's all keep in mind that no matter what happens in Congress, our mission remains the same. Every role here at TRFB is important and we all need to continue to do our best every day to ensure mission success. Though our command may be small, we have a massive impact across the Navy and the DoD.

I would also like to remind everyone that political opinions often differ, but we need to remain respectful of each other's points of view and keep it professional. We have always been, and will remain, one team, one fight.

As November is at our doorstep we will work diligently to keep everyone well-informed of weather events. The Delta Dispatch began running the link to the NBK Facebook page at the top of the document. As NBK owns the roads and the gates, their page should be a great source of updates for weather events and gate closures.

Please keep in mind though, that even if other commands in the area close due to weather, if you have not seen a post from our page specifically, or have not been contacted by your supervisor, that our command is open until stated otherwise.

I assure you, that it is always a difficult decision that is made by the triad under advisement from other department heads. Your safety is paramount, but we do have a mission. The mission we accomplish every day saves lives and defends our nation. We assess each weather event as it happens.

Please remember that we do not have special access to



information about weather events. At times they descend on all of us with little to no warning. Rest assured, when a decision is made to close the command for the day, it will be posted on our Facebook page within minutes. If you don't see a post, it means we are still assessing. Those who run our social media pages are team members just like you, so please continue to show the respect that I have come to expect from our exceptional command. The TRF team is working closely with Naval Base Kitsap, SWFPAC, and other commands to ensure the snow removal efforts are the best they can be.

Please stay vigilant and keep safety in mind as we continue to roll through fall and into winter. As always please continue to exercise the good decision-making skills I have come to expect from such an exceptional team, stay safe and I'll see you on the "deckplates"!

V/R,

CAPT Mike Eberlein  
Commanding Officer  
Trident Refit Facility Bangor



# FIRST IN THE FLEET & TRFB SAILOR GAINS FIRST HAND EXPERIENCE

Article and photos by Marvin Frilles, Regional NAMTS Coordinator, TRFB, photo by MC2 Sarah Christoph, TRFB Public Affairs

Article and photos by Lonnie Collier, Public Affairs Officer, TRFB

It's not often that a Sailor volunteers themselves for a qualification process. Even less so with as much motivation and gusto that Machinery Repairman 2nd Class John Jones, attached to 31A Inside Machine Shop, Trident Refit Facility, Bangor, displayed after completing his Inside Machinist Job Qualification Requirement (JQR). He knew that as soon as it was available at TRFB, he wanted to work on the Computer Numerical Control (CNC) Machinist JQR. On February 13, 2023, Jones stepped into the Navy Afloat Training Maintenance Strategy (NAMTS) office and asked to be enrolled in the CNC Machinist JQR.

Over the next seven months, Jones worked diligently on learning how to program code, understand the syntax, and learn how to operate CNC mills and lathes. Inside Machine Shop Production Supervisor Jeshua Wood describes Jones's experience, "There's a lot to learn on these machines. He's a quick learner."

Inside Machine Shop Training Supervisor Joseph Trevino III continued, "It takes a while to qualify and be able to be let loose and machine on your own and Jones has been on his own for a while." Jones has fabricated 10 flanges, 25 mock-up test fittings, 15 low pressure air fittings, 28 sockets, two 22-inch-long mill tool holders, and 1,500 lashing strap rivets to support work and testing for various shops.

When asked about his interest in the qualification Jones stated, "It's where the future of machining is going and it'll help me in and outside of the Navy. If I were to apply for a job at [TRFB], I know that I'd have a head start thanks to NAMTS. But I also wanted to increase my machining knowledge and ability."

Rick Smith, Master Chief Machinery Repairman (Retired), and Darrell Monroe, Senior Chief Machinery Repairman (Retired), both of whom are NAMTS inside machine subject matter experts, have lauded the endless possibilities of CNC machining.

"It allows for a repetitive rate of production, with the ability to create thousands of parts a day to provide immediate availability," said Monroe. Once a program is created to generate a part, the program is loaded into the machine, parts are set up and the response for the demand can be answered.

With the lack of formal Navy schools for CNC machining, Sailors take advantage of other forms of schooling through their local commands such as Workshops for Warriors with costs ranging from \$2,000 to \$25,000. There they can take advantage of learning how to program, which is the core to CNC machining.

The advantage of the NAMTS CNC Machining JQR is the convenience of learning from civilian counterparts at Regional Maintenance Facilities without obtaining funding for schooling and additional orders. It provides an excellent basis of programming for Sailors to enable them to use various styles of CNC machines.

Along with the help and guidance of Tool Maker Brian Lozano and Apprentice Trevor Blevins, Jones attests to learning something new every day. "One of the best parts is that if you have an issue or don't understand a problem, the civilians here will train you on how to do it and do it correctly, he said. "They are always willing to teach," said Jones.

Jones said that CNC machining was a completely new experience for him and that he found the CNC Machinist JQR helpful for those just getting into CNC and Mastercam. During the qualification, he became highly proficient in the use of G-codes (computer programing information) and the necessary machinery.

Jones took the post-exam on September 18 and after seeing his passing grade, immediately turned and stated that he wanted to do his certification board right away. He conducted and passed his board on September 21.



Machinery Repairman 2nd Class John Jones, attached to TRFB, operates a machine at TRFB.

A local resident, Jones, along with his wife and child, call Port Orchard, Washington, home. His first command was amphibious assault ship USS America (LHA-6) based out of San Diego, California, where he served for three and a half years before reporting to TRFB in December of 2020. "I Love it here at TRF. It's been a great experience and I've learned a lot from the civilians."

Machinery Repairman 2nd Class John Jones stands as the Navy's first Sailor to earn the NAMTS CNC Machinery NEC. Congratulations! 🇺🇸

Hull Technician 1st Class Jamila Habibullah, Trident Refit Facility-Bangor's (TRFB) 2022 Sailor of the Year, recently had the opportunity to attend the Demonstration and Shakedown Operation-32 (DASO 32) during the USS Louisiana's unarmed missile test flight of the Trident II on Sep. 27.

Habibullah witnessed the event first-hand off the coast of California, near San Diego. According to a press release by United States Strategic Command, the test marked the 191st successful missile launch of the Trident II weapons system. This was the last DASO to be conducted by an Ohio-Class submarine coming out of an engineering refueling overhaul. The test had a large impact on Habibullah, who serves as the Leading Petty Officer for the Repair Department at TRFB. This department has a large part in ensuring that TRFB's mission of repairing, incrementally overhauling and modernizing the Pacific Fleet's ballistic missile submarines during refits is successful.

"Actually seeing what the work at TRFB leads to is amazing. Such a large amount of work goes into preparing for these types events is incredible, said Habibullah. "TRFB contributes so much to the national security mission and to see that first hand really brings things into perspective."

Habibullah and approximately 60 observers watched as the missile launched from beneath the Pacific Ocean and flew to a designated impact area.

Habibullah, who was recognized as the 2022 TRFB Sailor of the Year earned the opportunity

to observe the event through her hard work and dedication to mission success.

"The thousands of employees at TRFB contributed to this successful test of the weapons system," said Habibullah. "It was definitely a proud moment."

The Navy's last DASO was in 2021. 🇺🇸



Hull Technician 1st Class Jamila Habibullah, poses for her official photo at Trident Refit Facility-Bangor (TRFB) on July 21, 2022.

Habibullah TRFB's 2022 Sailor of the Year, recently had the opportunity to attend the Demonstration and Shakedown Operation-32 (DASO 32) during the USS Louisiana's unarmed missile test flight of the Trident II (D5LE) on Sep. 27. (US Navy Photo/Released)

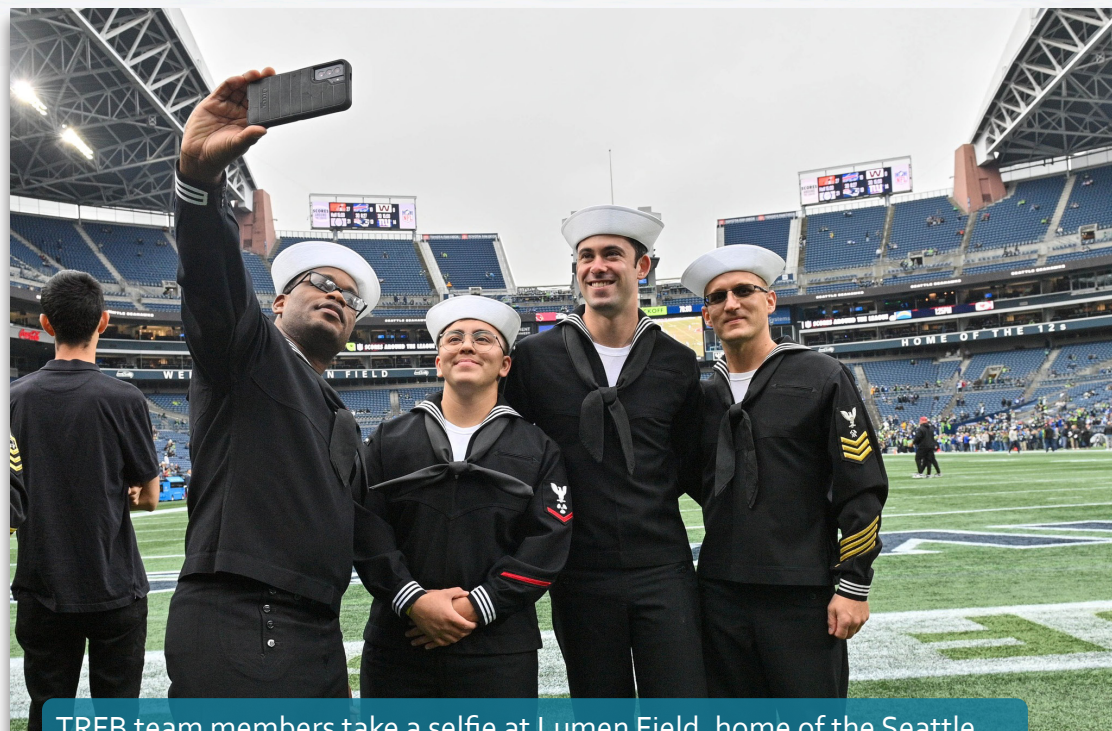


# THROUGH THE LENS

U.S. Navy Photos by MC2 Adora Okafor, MC2 Sarah Christoph and John Wayne Liston, TRFB Public Affairs



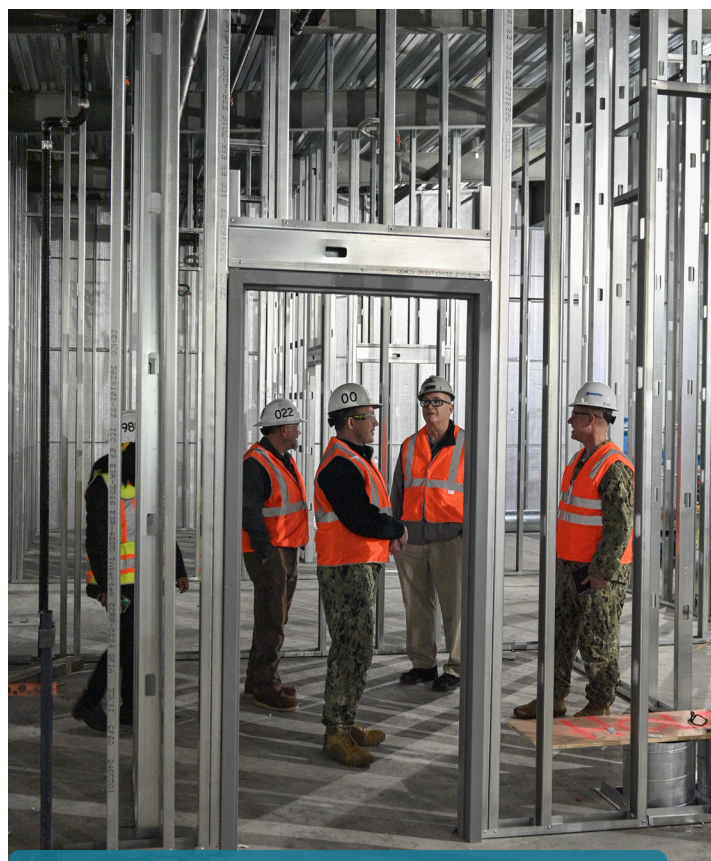
Yeoman 1st Class Amanda Robles discusses different types of assistive technology during an event held in honor of Disability Employment Awareness Month at TRFB.



TRFB team members take a selfie at Lumen Field, home of the Seattle Seahawks.



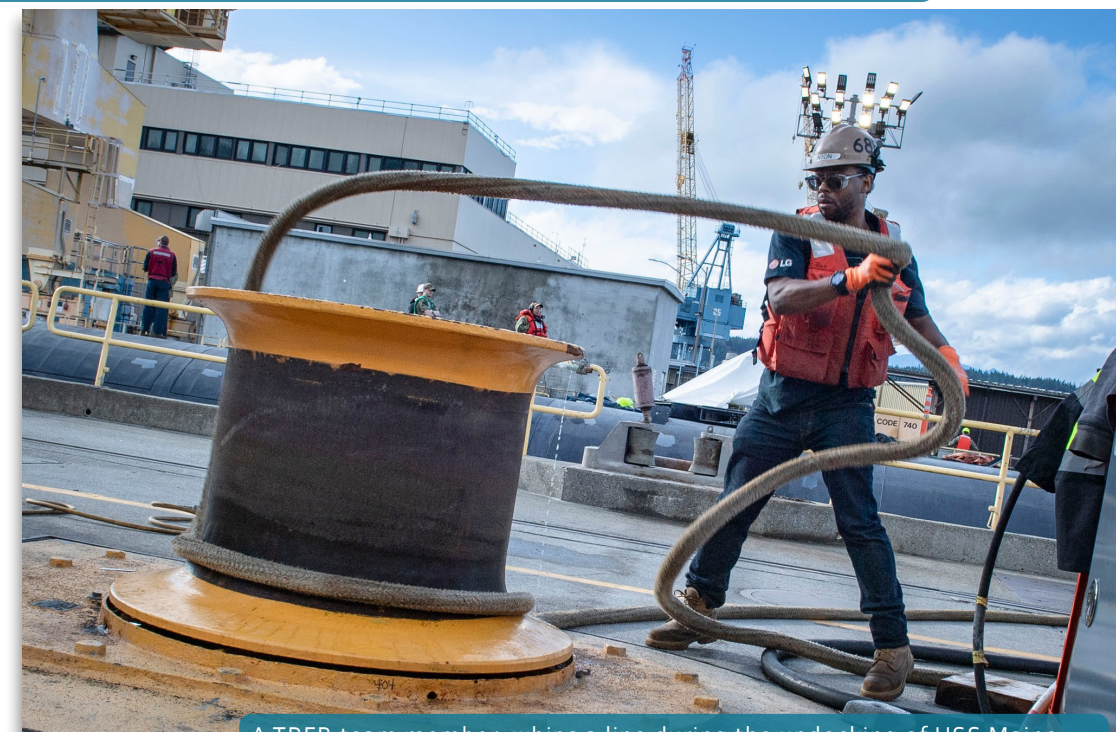
Trident Refit Facility, Bangor and USS Maine (SSBN 741) Sailors participate in a firefighting drill alongside Navy Region Northwest Fire and Emergency Services. The drill was conducted to practice integration with ship's force and civilian services.



TRFB leadership lay eyes on a new maintenance facility project located on Naval Base Kitsap's Delta Pier.



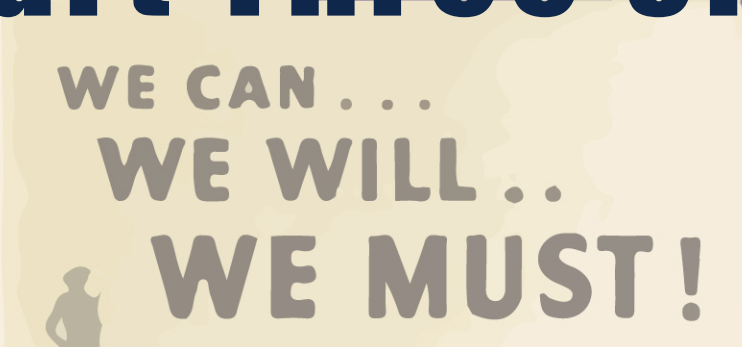
TRFB team members and ship's force work together to undock USS Maine (SSBN 741).



A TRFB team member whips a line during the undocking of USS Maine (SSBN 741).



# REBUILDING A WORLD IN RUINS: Part Three of our Three Part Series



Article by: Vince Stamper,  
Transformation Program Manager, TRFB

By the end of WWII, VJ day on 15 August 1945, the United States had built an industrial capacity unlike any the world had ever seen. Puget Sound Naval Shipyard had 32,000 employees. The number of ships produced in the Puget Sound alone during the previous four years was seven times as many as had been commissioned by all U.S. shipyards, both private and public, in the previous decade. In the five years from 1940 to 1945, American industrial capacity increased 1,000 percent in shipbuilding, and 9,000 percent in aircraft manufacture. In addition to industrial capacity which had escaped the destructive ravages of war, significant technological breakthroughs ranging from synthetic rubber to electronics set the stage for the manufacture of products unheard of just a few years earlier. In fact, it wasn't until 1968 that the combined production of the entire worlds shipyards produced more vessels than the peak 1944 output of the U.S. alone.

By contrast, large portions of Europe and Asia lay in ruins. Industrial centers like Dresden in Germany, and Hiroshima in Japan, were practically leveled by Allied bombing. Casualties were high, (14% in Russia, 11% in Germany, and 3.7% in Japan, compared to 0.3% of the total U.S. population) and the survivors faced imminent starvation and disease.

Initially, the Allied occupations were purely humanitarian. Once the logistics of feeding and medical aid were established, Allied forces began the task of reestablishing civil order. Local government and authority were rebuilt, and it was local police and civilians, partnered with Allied forces, that performed the majority of disarmament, demilitarization, and arrest of suspected war criminals. Initially after German defeat, under the Morgenthau plan, no economic reconstruction was to take place. In fact, over 1500 factories were targeted for destruction, or to be torn down and shipped to Russia, Britain, France, and other Allied countries as restitution. Following tensions with Stalinist Russia, precursors of the cold war, industrial reconstruction strategy was reversed under the

Marshall plan. This strategy for post-war recovery was planned from the outset after the defeat of Japan eight months later.

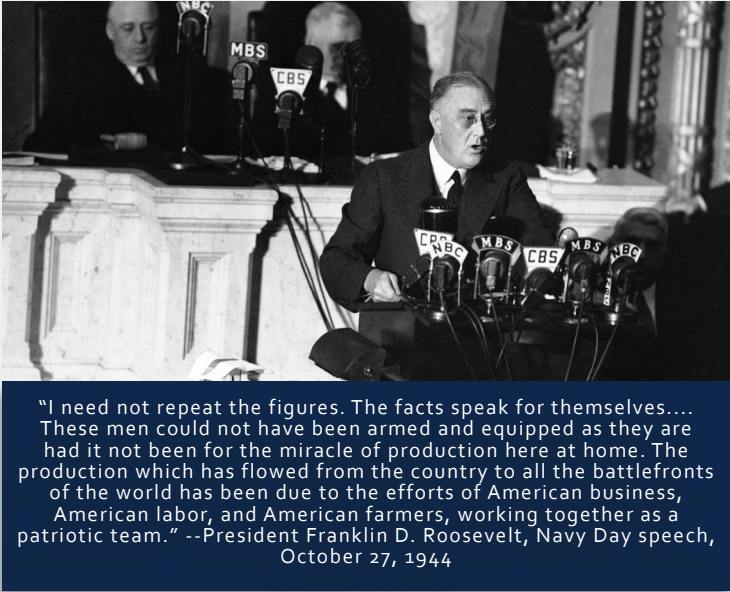
Post-war reconstruction of Japan was under the command of General Douglas MacArthur. Several of his staff had personally experienced the Training Within Industry (TWI) programs contributions in the U.S. war effort, and felt it would be useful for reconstruction. Additionally TWI's emphasis on teamwork and other democratic principles was viewed as key to transforming the intensely militarized Japanese workplace and instilling these principles in the workforce. A group of four Americans were contracted to spend six months training 35 Japanese master instructors. These instructors then used the multiplier effect to spread the program nationally. The effects of this original group can still be felt in Japan today, with over 100,000 certified instructors each having trained many more in their respective industries.

Meanwhile the U.S. dominated the world in Industrial production. Postwar U.S. industry controlled over 50% of new ship production, and 83% of auto production. Breathing a collective sigh of relief, Americans sought to put the sacrifices of war behind them. Women returned to the home, military uniforms were traded for coveralls, and TWI , which was never popular with

managers not used to so much input from the workforce, was relegated to the archives. It would be nearly 30 years until the U.S. position as a manufacturing giant was questioned.

One of the companies struggling to rebuild in Japan was Toyota Motor Corporation. Pre-war they had primarily produced simple trucks, often of poor quality. Low production numbers and a diverse product line necessitated the use of the same assembly line for multiple models. Due to their low cash reserves, and rampant inflation of the postwar currency, a quick turnaround from order to delivery and payment was essential.

In 1950, Eiji Toyoda, Toyota CEO, and his managers including Taiichi Ohno took a 12 week study tour of



"I need not repeat the figures. The facts speak for themselves.... These men could not have been armed and equipped as they are had it not been for the miracle of production here at home. The production which has flowed from the country to all the battlefronts of the world has been due to the efforts of American business, American labor, and American farmers, working together as a patriotic team." --President Franklin D. Roosevelt, Navy Day speech, October 27, 1944

U.S. plants. Between GM and Chrysler, and Ford, the U.S. automakers controlled 83% of the global market and had huge cash reserves. Ford alone out-produced Toyota ten to one and was about ten times as productive. This productivity relied heavily on the economies of scale, but in that scale Toyota saw an opportunity. They saw lots of large expensive machines churning out huge volumes of inventory. Traditional accounting methods rewarded managers who kept machines and workers busy producing inventory to reduce per piece cost. The result was factories that often looked more like warehouses, with piles of parts waiting for the next process step.

Partly out of necessity, and in part based on what he had observed in the U.S., Taiichi Ohno began to develop single piece flow at Toyota. In addition to reducing inventory, single piece flow, a core principle of Lean, had the added benefit of driving improvement by forcing underlying problems, which can be hidden with inventory, to the surface where they were dealt with as they were identified. Another American influence was W. Edwards Deming, who, after being spurned by U.S. industry, began teaching his ideas of quality, innovation, and employee involvement in Japan. Add to this TWI, and specifically Job Methods Training and it's emphasis on continuous improvement (Kaizen), among other principles, and the roots of what became a very successful strategy began to emerge. 20 years later,

when the OPEC oil embargo of 1973 triggered global recession, Toyota was one of the first companies to return to profitability. The Japanese government recognized that Toyota was doing something unique, and launched seminars to teach other Japanese companies TPS (Toyota Production System).

The same embargo, and resulting fuel shortages made small, fuel-efficient imports, including Toyotas, competitive in the U.S. market. By 1980 imports had a 26% share of the U.S. market. U.S. automakers sought to cut costs with massive layoffs and plant closures, and in 1982 closed one of its' light truck factories in Fremont California. Toyota, looking to open factories closer to its' U.S. customers, but not wanting to go it alone, formed a partnership with GM. Toyota proposed re-opening the Fremont plant, now known as NUMMI, modeling Toyota Way principles. The plant would double as a training facility for GM management to learn TPS. John Shook was hired by Toyota in 1983, and was responsible for adapting training materials from Toyota to be used at NUMMI. When he struggled with some of the concepts for one particular training program, a Japanese colleague "fetched from a backroom file a yellowed, dog eared, coffee stained copy of the English-language original training manual..." The manual was an original WWII era TWI manual. John Shook continued, "To my amazement, the program Toyota was going to great expense to "transfer" to NUMMI was exactly that which the Americans had taught the Japanese decades before." When the NUMMI plant opened in 1984 it became more productive than all the GM plants in North America.

So why was the TWI program abandoned by American industry, only to be embraced by the Japanese, along with the ideas of Deming and others. The answer may be in why we perceived it to be important. TWI provided short-term solutions with amazing results to help win the war. To the Japanese, humbled by crushing defeat, and struggling to rebuild, TWI was a part of a winning strategy used to out produce and defeat them. Maybe now that the U.S. represents just 0.2% of world shipbuilding, and the "big three" are either on the brink of bankruptcy, for sale by a foreign shareholder, or made in another country, it's time to learn a little from those who learned so much from us. 🌱



# BRAVO ZULU!

U.S. Navy Photos by MC2 Adora Okafor, MC2 Sarah Christoph and John Wayne Liston, TRFB Public Affairs



Bravo Zulu to all the new U.S. Navy Chief Petty Officers! (More CPO photos and information in the October Supplemental)



Brody Denis from Trident Refit Facility, Bangor's Lifting and Handling Department discusses the mission of TRFB with attendees of the Peninsula College and Career Fair. Bravo Zulu for all your hard work Brody!



Machinist Mate 2nd Class Jacob Daniello (left) receives a meritorious promotion to petty officer 1st class from U.S. Navy Capt. Michael Eberlein (right), commanding officer, TRFB. Bravo Zulu MM1!



TRFB team members Emma Janda and Tyler Kerle speak with students at the "It's Your Future" Career Fair at Bremerton High School. Bravo Zulu for all your hard work Emma and Tyler!



TRFB team member Jill Langdon speaks with students at the "It's Your Future" Career Fair at Bremerton High School. Bravo Zulu for all your hard work Jill!

## OCTOBER BREAST CANCER AWARENESS MONTH

National Breast Cancer Awareness Month was founded in 1985 in partnership between the American Cancer Society and the pharmaceutical division of Imperial Chemical Industries (now part of AstraZeneca, producer of several anti-breast cancer drugs). The aim of the NBCAM from the start has been to promote mammography as the most effective weapon in the fight against breast cancer.

## World Mental Health Day

World Mental Health Day was celebrated for the first time on October 10, 1992, at the initiative of Deputy Secretary General Richard Hunter. Up until 1994, the day had no specific theme other than general promoting mental health advocacy and educating the public. Today it is an international day for global mental health education, awareness and advocacy against social stigma.

## U.S. Navy Birthday

The United States Navy traces its origins to the Continental Navy, which is established at the beginning of the American Revolution. On October 13, 1775, the Continental Congress decides to purchase two armed ships to attack British supply ships and keep their supplies from reaching British soldiers in the colonies. A second resolution passes the same day creating a naval committee to oversee the purchase of the ships and write a set of regulations for their management. Thus was born the Continental Navy, and October 13 remains the official birth date of the U.S. Navy.

## Halloween

Halloween, also known as Allhalloween, All Hallows' Eve, or All Saints' Eve, is a celebration observed in many countries on October 31. One theory holds that many Halloween traditions were influenced by Celtic harvest festivals, particularly the Gaelic festival Samhain. In modern popular culture, the day has become a celebration of horror, being associated with the macabre.

Looking for portrait or photo support, public affairs guidance, graphic or flyer design, or other command-related media requests? Stop by the Public Affairs office to make a request or appointment today!

Studio portrait walk-ins are held on Wednesdays from 0800-0900. Studio times may be adjusted to suit your schedule.

Remember to bring the prescribed uniform, cover, and package instruction for the specific type of studio portrait requested.





NAVY

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YEARS OF

POWER · PRESENCE · PROTECTION

